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# Parley Results in Good Book

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Mr. Porter is president of Porter International Company, a Washington-based firm which has organized manufacturing operations, and also planned and managed development banks, in some of the new nations.

**THE HIDDEN FORCE.** Edited by Francis W. Godwin, Richard N. Goodwin, William F. Haddad. Foreword by Sargent Shriver. Harper & Row, New York. \$2.95.

LAST OCTOBER representatives of 43 nations, the International Labor Organization, the World Bank and several other international bodies met in Puerto Rico to consider ways to hasten the training of skilled workers in the less developed countries. The United States Government, as initiator and host, set the tone of urgency by sending Vice President Johnson, two cabinet officers and other high officials.

This book reports the findings. The authors have achieved the unusual feat of producing an interesting book from a mass of conference papers and comments. The general reader as well as the expert may turn to this book for an absorbing story.

Its central theme is that an underdeveloped nation can progress no faster than people can be trained to operate and maintain new machines, power plants, hospitals and the other physical results of investment. The fact that this truth is obvious does not mean that it has consistently governed the plans and investment programs of new nations or the

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allotment of American aid. Many costly projects have been disappointing because planners undervalued the human resource. The Puerto Rican conference crystallized a growing awareness that money is not enough.

Inspiration for the meeting, known as the First International Conference on Middle Level Manpower, came from the Peace Corps. Some alert and reflective members of the Corps soon observed that the tasks for which they were most wanted were those which bridged the gap between the higher levels of leadership and the unskilled workers and peasants. The Peace Corps management was astute enough to recognize that the role of volunteers, valuable as it is, could be only an interim solution, and that each beneficiary nation should apply itself to training its own nationals to fill the new jobs.

It is worth noting that the conference concluded that governments alone cannot provide the training that is needed. Some of the best training has been that provided on the job by American corporations operating in the underdeveloped countries.

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